



TERRY L. STEWART - DIRECTOR

MARCH - 2001

QWL - 21: Quality of Work Life in the 21st Century

"This is a significant day, a day we talk about change in our culture."

The words of Director **Terry Stewart** in his opening remarks to hundreds of staff collected at every institution in the Department of Corrections during a whirlwind tour of all ADC locations.

Employees representing all aspects of work life in the prison system gathered at each facility for a presentation by the Department administration called QWL - 21: Quality of Work Life in the 21st Century. The

report to staff grew out of the Quality of Work Life survey initiated nearly two years ago, in which employees provided frank answers to hundreds of questions - some answers that pleased the administration, and some that didn't. A number of specific issues arose from the survey, resulting in recommendations by focus groups and strategies for action.



Director Stewart addresses employees on the results of the Quality of Work life Survey

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ADC Shines at State Employee Celebration



CO II Melody Jones participates in the DART demonstration at the March "Employee Celebration"

Arizona Department of Corrections put its stamp on the 2001 State Employees Celebration Day at Wesley Bolin Park.

Following a speech by Governor Jane Dee Hull, ADC took center stage. The

Department entertained those in attendance with demonstrations from the Designated Armed Response Team, Tactical Service Unit and service dogs.

At the command of Correctional Lieutenant **Jeffrey Freeland**, Dart and TSU were ready for action. Within seconds, the well trained and highly responsive teams exhibited how they respond to prison disturbances. In a systematic fashion, the units marched and chanted for the audience.

The service dogs were the final ADC demonstration. The exhibition demonstrated why ADC always ranks among the top in service dog competitions. The dogs impressed spectators by performing narcotic searches, carrying out attacks on an

officer wearing a bite suit and running through an obstacle course.

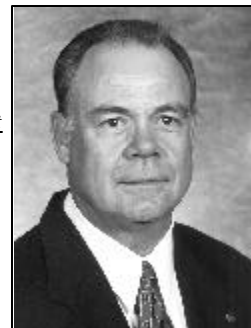
As in recent years, the ADC had a strong showing at the State Employees Celebration Day.

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DIRECTOR'S PERSPECTIVE

by Terry L. Stewart



You only have to take a look at the Department's Morning Report summarizing all of the SIR's from the previous day to know in an instant a routine day in any one of our prisons can turn into a serious incident. Whether the incident is an assault, a disturbance, an escape or a suicide, responding to those incidents is the job of our correctional staff. The impact of such critical incidents can take its toll on even the most seasoned employee.

DO #521, **Employee Assistance and Support Programs** includes a provision for Critical Incident Stress Debriefing (CISD) Teams in all institutions throughout the State. The purpose of these teams is to provide intervention and liaison duties between responders and those professionals identified to conduct debriefings and professional counseling services.

CISD team members are also trained to identify potential problems among staff which may not necessarily be associated with a traumatic event. We all know fellow employees who have had significant work place problems that may have been generated from a personal situation. CISD team members can also provide information to these employees about services available to them.

The first certification training for CISD team members took place last October in Mesa. This training was the first in a series of ongoing seminars that included information on active listening skills, critical incident stress debriefing techniques, types of debriefings, and a close review of policy requirements and

limitations.

Confidentiality is a serious and significant issue associated with anyone involved in CISD. The team members have been trained on the confidentiality limitations associated with their role. If information is provided to CISD team members in the course of discussion with employees that would compromise the security of the institution, constitute a violation of the law or a significant policy breach, the CISD team members are obligated to report it. The type of confidentiality provisions that apply to religious advisors, attorneys, and psychological counselors do not apply to CISD team members. At the same time, these members can intervene in critical situations by providing appropriate referrals to these types of counselors.

Lt. Col. Dave Grossman, an expert in issues involving critical incidents and the emotional survival of the law enforcement military personnel, emphasizes the importance of debriefing. It's an important part of coming to terms with violent and traumatic events by talking about it with others who have been involved in the incident.

There are several different components of the debriefing process. After a large scale incident, immediately following the event or at least within 24 hours of its occurrence, a debriefing called a *defusing* is conducted. This provides an immediate outlet for discussion of the topics at hand. It also provides the professional counselor the opportunity to observe behaviors and

reactions of the participants for possible future intervention.

Within 72

hours another debriefing usually occurs, in most cases, to provide final closure to the incident. After that point, there are always referrals to professionals as provided by Department policy.

However, more frequently than these traumatic and large scale incidents are the individual one-on-one interventions that the team members can provide. Sometimes staff members merely need a sounding board. Other times, referrals to local community agencies may be necessary. Additionally, when family problems arise, sometimes a liaison with the personnel functions within the Department and the State may be necessary. Team members are available to help provide many of these services.

As a team becomes more experienced, their roles become more clearly defined. We have already learned much from the experiences of the Douglas Trauma Team, which was the pilot project in this area.

Department Orders #521 also identifies the functions of the Employee Assistance and Support Program Administrator. That individual is Laura Krause and during the training in October, the formal relationship between the Employee Relations Unit and the CISD Teams was forged.

I hope in the future these teams provide a valuable service for all ADC employees, ensuring that we take good care of each other as we face each day in the service of the State.

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A Four-legged Stool is a Foundation to Build Upon

by Michael Arra, Media & Public Relations



Let's examine what is expected of us as a correctional system. Whether we like it or not, the public expects us to change people's behavior. That may seem unrealistic and unfair, but it's true. The public expects us to take an individual who typically comes from a dysfunctional family

background, has been unsuccessful in primary and secondary education, lacks religious education, is likely to have been through the Juvenile Justice system, and who is now 18 years old or older, and make him or her a good citizen. The average amount of time we have to do that is 33 months, which is the average number of months served by the Arizona prison population. So, what can we do in that amount of time that is realistic and pragmatic?

In public speaking engagements Director Terry L. Stewart frequently discusses his concept for the foundation necessary to reverse criminal behavior. It is called the four-legged stool. This article is the first installment of four pieces about each leg of the stool. At the base of the stool is inmate behavioral change. Each leg of the stool is the support for the base.

The first leg is Education. Being able to read and write, to

communicate, and to comprehend is the key to advancement. Where would we all be if we could not write our name on a job application? If we could not read about what was going on in the world around us? If we could not use proper English grammar to make a statement? If we could not count the right amount of money? We'd be needing someone else to do everything for us. We'd be looking for the easy way out. We'd become angry, frustrated, and eventually anti-social. Then, due to an inability to accomplish virtually anything, we would turn to crime. Education, for the most part, prevents that from happening. In the prison system, we can provide the illiterate person the opportunity to become literate. We can also improve the reading grade level of the literate person, help inmates obtain a GED and provide the high school educated person with vocational training. Our emphasis on education makes up the first leg of the four-legged stool.

A True Hero of ASPC-Tucson

By Sheila Millette, ASPC-Tucson



Arizona State Prison Complex-Tucson Corrections Officer **Arturo Federico**, a true "hero," risked his life to save three women trapped in a burning vehicle.

On December 16, 2000, Federico and his wife were on their way to a Christmas party when they observed a Sport Utility Vehicle, approximately 100 yards ahead of them, go off the road and roll over numerous times. Federico ran to the smoking vehicle and pulled

out three females from the wreck while his wife called 911 for help. Immediately after the passengers were removed safely from the vehicle, it went up in flames.

Federico gave no concern for his own personal safety, only for the safety of the passengers in the SUV. These individuals may not be alive today, if Federico had not risked his own life.

Federico has been nominated for the American Red Cross "Real Hero" award for his bravery.

Training is the Key

Gail Rittenhouse, Bureau Administrator, Staff Development & Training

The Sergeant's Leadership Academy has been revamped. A needs assessment was done to determine the best content for the academy, which included polling sergeants, lieutenants, captains and wardens in small focus groups. From this data, the following topics were included in the revised academy: the roles and responsibilities of sergeants, time management, situational leadership, important characteristics of sergeants, employee motivation, communication, conducting briefings, problem solving, employee scheduling, IMS, DART and report writing.

Information gathered from Dr. Vicchio's ongoing study such as the important characteristics of sergeants was also incorporated into the module. The modules have been designed to give the participants important hands-on training. During the problem solving segment, video clips are shown where the sergeants have to decide how they would respond to a situation including filling out the necessary forms. Each participant is also asked to conduct part of a briefing enabling them to practice their public speaking skills. The objective of this week-long academy is to provide new sergeants with the tools they need to effectively perform their duties.

Sergeants provide a critical role in the Department. Since sergeants are frequently promoted from within the correctional officer ranks, they are often supervising others for the first time in their careers. Providing them with the opportunity to learn and practice the skills taught in this academy will raise the level of professionalism among all staff.



First Sergeants' Leadership Academy Class in Yuma, January 2001



Warden McFadden delivers certificates of completion at the second pilot academy with instructors Lt. Farrimond and Coleman.

The curriculum team, comprised of **Anita Beverly**, **Mary O'Connor**, Project Manager **Jean Langston**, **Shirley McGhee**, **Cynthia Spafford** and **Eva Reynolds Martony** was instrumental in revising the content of the instruction. Warden **James McFadden**, Southern Regional Operations Director **Meg Savage**,

and **Warden Sam Sublett** provided information on the subject matter.

Lt. **Anthony Coleman** and Lt. **Brian Farrimond** were the instructors for both pilots and the Training-for-Trainers demonstrating dedication and commitment. Their quality of training was a most important contribution to the success of this project.

From the Mailbag

To Director Stewart:

The article in *Directions* about the "Lumley Vampire," prompted me to write a response. It's hard for me to understand a person writing that and then not signing their name.

I have always had the highest regard for the officers I came in contact with. Some did not live up to their best, but about 95% of them really tried and did a fine job under stressful and shorthanded conditions.

It is beyond me how the State



lawmakers don't see the need to pay our officers a better salary.

I admire you Mr. Stewart, you have a difficult job. Thank you for your input in each issue of *Directions*.

Mrs. Ann Faith Davis

This March, marked the four year passing of Officer **Brent W. Lumley**. To remember the fallen Officer, a moment of silence was conducted at ASPC-Perryville.

At 2:40 p.m., the time Officer Lumley was found dead, Lieutenant **Fritz Gasparik** announced over the radio to lower the flag to half mast. After a tribute was read there was a minute of silence.

Lumley, a Correctional Officer II at Arizona State Prison Complex-Perryville, was found stabbed in the San Juan Unit. The San Juan Unit has since been renamed the Lumley Unit.

So Many Reasons to Celebrate Public Health Week

by Alison Banks-Conyers, Health Services

The Correctional Public Health Program of the Health Services Division is working to reduce the incidence and spread of communicable diseases and make the prison system a healthy working environment.

What is Public Health Week?

National Public Health Week was established in 1995 to recognize the contributions of public health and prevention services to the nation's well-being. The week-long event focuses on efforts to prevent public health problems, such as teenage pregnancies, food-borne illnesses and injuries in the home. This year's theme is "Healthy People in Healthy Communities."

Why Celebrate Public Health?

During the 20th century, the health and life expectancy of individuals residing in the United States has improved dramatically. To help understand how public health has affected our nation, here's the "Ten Greatest Public Health Achievements - United States, 1900-1999":

- **Vaccines** are one of the greatest achievements of biomedical science and public health. They have resulted in the eradication of smallpox; elimination of polio in the Americas; and control of measles, rubella, tetanus, diphtheria, and other infectious diseases in the United States and other parts of the world.
- Both vehicles and highways have

been made safer because of improved **motor-vehicle safety**. Also, successful efforts have been made to change personal behavior (wearing seatbelts, child safety seats, motorcycle helmets and decreased drinking and driving).

- **Safer workplaces** have been accomplished due to controlling work-related health problems. Additionally, deaths and severe injuries in mining, manufacturing, construction, and transportation have greatly decreased.
- **Control of infectious diseases** can be attributed to cleaner water and improved sanitation. Also, the discovery of antimicrobial therapy has been critical to successful public health efforts to control infections such as tuberculosis and sexually transmitted diseases (STDs).
- **Decline in deaths from coronary heart disease and stroke** has resulted from risk factor modification, such as smoking cessation and blood pressure control coupled with improved access to early detections and better treatment.
- **Safer and healthier foods** have resulted from decreases in microbial contamination and increases in nutritional content.
- An emphasis on **better hygiene and nutrition**, antibiotics, greater access to health care, and technologic advances in maternal and neonatal medicine has seen healthier mothers and babies.
- Access to **family planning** services

has altered social and economic roles of women. Health benefits include smaller family size; increased opportunities for counseling and screening; fewer infant, child, and maternal deaths; the use of barrier contraceptives to prevent pregnancy and sexually transmitted diseases.

- **Fluoridation of drinking water**, safely and inexpensively, benefits both children and adults by effectively preventing tooth decay, regardless of socioeconomic status or access to health care.
- Public health anti-smoking campaigns targeting **tobacco use as a health hazard** have resulted in changes in social norms (promotion of cessation of use, and reduction of exposure to environmental smoke). Millions of smoking-related deaths have been prevented due to these efforts.

What Can You Do?

Do your part for Public Health Week. Try taking the stairs instead of the elevator; add more fruits and vegetables to your diet; take long walks; remember to use sunscreen every day to protect your skin from the sun's damaging rays; encourage the kids to get off the sofa and to play in the backyard! If you're a smoker, find ways to quit -- it's the most important thing you can do for your health.

What's New at adcprisoninfo.az.gov

- **ADC's HEALTH SERVICES** web pages have all been revised to reflect that Division's new name
- There is a new MPR information/request page designed to assist in the frequent request for information concerning **Research** projects.
- **Inmate Datasearch** now displays a list of Disciplinary infraction codes instead of the incomplete violation numbers. A link to the code table in Policy DI #6 is provided on each page.
- The existing collection of older **Inmate Photographs** is once again linked to the Datasearch. It was temporarily unavailable while the Datasearch feature migrated to a new server. We are still negotiating the incorporation of the ImageWare MPI digital inmate photo database.
- We are creating a Web page displaying ADC **Badges and Patches**. The badges will be on view in the showcases of 1601 building lobby. If you have older Agency patches that we could photograph to enhance our web display, please contact Vincent Funari of the Office of Media Public Relations at 542-3133 or 542-3540.

Paul Lamprill, ADC Webmaster

Officer Foils Attempted Escape

by Kim Killa, ASPC-Safford

A simple change in routine foiled an attempted escape.

As a Work Crew Supervisor from the Arizona State Prison Complex-Safford, Officer **Chad Bailey** was instrumental in preventing the escape of inmate Piper from an outside work crew.



On February 22, 2001, Officer Bailey changed his count time. During Officer Bailey's new count time, he observed inmate Piper walking away from his assigned work area at the Graham County Fairgrounds. Officer Bailey watched inmate Piper as he walked to the northeast corner of the fairgrounds property line fence, began running towards the fence, jumped the fence and then ran into the desert. Officer Bailey initiated Incident Management

System, and was able to apprehend inmate Piper without incident.

When asked what he was doing, inmate Piper stated "Trying to escape."

The simple change in count time and the quick actions of Officer Bailey impaired inmate Piper's escape, saving the institution from undue apprehension costs and maintaining public safety.

Badges are His Inspiration

If it's official, shiny and worn by a law enforcement officer, Harry Blazer has it on his wall.

Like famous singers Mel Torme, Elvis Presley and Frank Sinatra, Blazer, a retired sergeant from the Surprise Police Department, is an avid badge collector. On several walls in his Phoenix home, Blazer has more than 2,500 different badges from agencies nationwide, including the Arizona Department of Corrections.

In 1974, Blazer got the idea of collecting badges, while visiting a friend.

"I saw a badge display behind his bar. I was in awe of the display and decided, I want to start a collection," said Blazer.

"Now, if I see a badge and I like it, I want it!"

A majority of Blazer's \$175,000 collection was acquired from other police officers, trading with other collectors, and buying and bidding on badges at law enforcement shows.

Blazer's badge-collecting hobby turned into a business. He has designed badges for many agencies across the country. Some of Blazer's work includes: the millennium badges for Phoenix, El Mirage and Glendale police departments.

If anyone is interested in collecting badges, Blazer offers this advice, "Beware of fakes. Make sure a badge



has a hallmark on the back, and that you have prior knowledge of how the badge is supposed to look, at that point, if you still don't know its real, go with your gut feeling."

Employee Profile: Judi Longmeyer

Hours after winning a silver medal in a triathlon at Sun City Grand, Judi Longmeyer was back running the daily operations at Arizona Correctional Industries.

Similar to the diversity of a triathlon, which involves running, bicycling and swimming, Longmeyer enjoys the various responsibilities of her position with ACI.

"My job is so interesting and challenging because each day is so different. At one moment, I could be in a meeting with administrators and the next be working on the Prison Farm or in a prison furniture shop," said Longmeyer. "Interacting with inmates and being involved with inmate programs gives me the opportunity to see how a prison system operates. My management experience and my field experience has given me an opportunity to see different aspects of the Department."

As the Central Regional Operational Manager for ACI,

Longmeyer manages the Prison Farm, two prison furniture shops, the Prison Bakery and the Prison Outlet Store.

With Longmeyer's contributions, ACI has broadened its markets by selling more alfalfa and Elvarica pine trees.

"Most of our businesses have grown. I would like to see all of our businesses become self-sufficient so that they can pay for themselves," said Longmeyer.

Longmeyer joined the Department of Corrections in 1995. For almost five years, she was an Executive Assistant for the Venture Team. Prior to her employment with ADC, Longmeyer worked in Management. She was the Director of Marketing for two Goodwill agencies and the manager for a manufacturing company.

Originally, from Chicago, Longmeyer has earned multiple degrees. She earned a Master of Business Administration from



Northwestern University, a Bachelor of Arts from Roosevelt University and an Associate of Arts from Chicago City College.

When she is not running from complex to complex, Longmeyer enjoys training and participating in triathlons and teaching business management courses at the University of Phoenix.

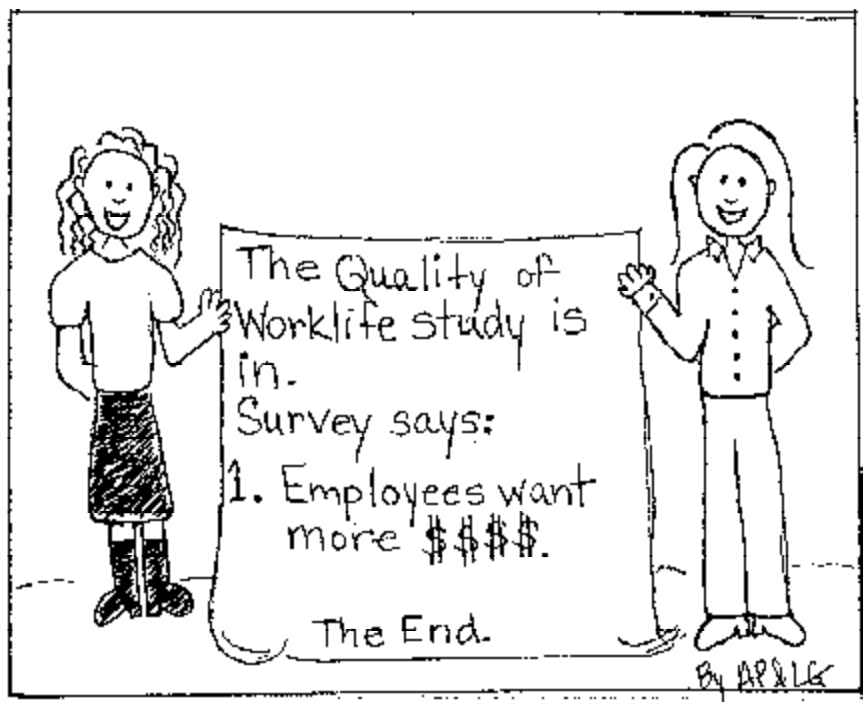
Inmate Uniforms Help the Homeless

By Julie Lowry, Executive Staff Assistant

The Arizona Department of Corrections is continuing to donate the denim jackets previously used by ADC inmates to charitable organizations throughout Arizona. Recently, 3,000 jackets and small size denim jeans were given to the Society of St. Vincent De Paul in Phoenix. The same number of jackets and jeans were also donated to the Community Action Human Resources Agency, which serves all of Pinal County.

With the previous contributions of jackets, we have now donated a total of 9,700 jackets and 6,000 jeans to needy health and human service agencies in Arizona. There are also 5,500 jackets which are being sold at the Prison Outlet Store in Florence.

Pun Intended



"We're committed to action. Don't just listen to what we say here, watch what we do," the Director said.

The QWL - 21 presentation identified a number of actions already being undertaken. In the area of safety and staff shortages, for example, Deputy Director **Charles Ryan** reported that a zero based staffing study will be undertaken to determine whether we are under-manning posts or manning posts unnecessarily. Saying that prison staff with such a critical mission should never be without supplies and equipment, Mr. Ryan also told employees that front line staff will be surveyed regularly to identify what they need. Additionally, the Director and Mr. Ryan announced that mandatory officer reassignments were now to become a thing of the past.

Addressing a result of the survey, which employees expressed concern that the Correctional Officers Training Academy (COTA) was not preparing new officers on the realities of the job, Deputy Director **Richard Carlson** announced a major change. A cross-functional team made up of two wardens, a major, captain, lieutenant, sergeant, and six correctional officers, will conduct a full evaluation of the COTA curriculum. According to Director Stewart, in his 16-year history at ADC, he cannot recall correctional

officers being involved in decisions on COTA curriculum.

Employees expressed concern in the survey about investigations taking too long, and discipline not differentiating between mistakes and misconduct. Major change in this area was announced by Inspections and Investigations Assistant Director **Gary Phelps**. "More scrutiny will be applied in administrative investigations to mistakes versus misconduct," Mr. Phelps said. "Investigations will be conducted when misconduct involving lying, cheating, stealing, and intentional policy violations occurs. Discipline will result when misconduct is substantiated. Administrative investigations will be completed within 60 days. Whenever mistakes occur, they will be dealt with by the PACE process, and if an investigation is not completed in time, it will revert to a PACE entry."

Employees also learned that in response to a survey result indicating a need for better supervisors and improved management interaction with staff, that classification and compensation of program staff will be reviewed. Director Stewart pointed out that future Associate Deputy Wardens and Deputy Wardens usually emanate from the program officer ranks. Additionally, the Director reminded the

employee groups that a study has been initiated to evaluate the promotional process for leadership positions throughout the Department. The study began with sergeants.

The promise by the Director and the administration to be committed to action on ways to improve our everyday work lives had employees reacting favorably.

"I was most impressed with the Department executives actually taking the time to report survey findings and actions to us themselves," said Lt. **Abel Garza** of COTA.

"Extremely informative," said Officer **Chris Nisius** of ASPC-Lewis. "The pay issues, no more forced moves, and the change in the investigation process were things that will make a lot of people happy."

"Kaibab staff have been sharing that they were very impressed at how much information was shared but many follow with "I am from Missouri, show me," said ADW **Dan Edwards**.

Officer **Chris Chavez** of ASPC-Lewis added, "A lot of people have been concerned about standards for sergeants. It will be interesting to watch because it all sounds like a good plan of action."



The webmaster for the Arizona Department of Corrections will soon be a premiere art critic for the City of Phoenix. Last January, the City of Phoenix invited ADC Webmaster **Paul**

Webmaster Becomes Master of Contemporary Art

Lamprill to serve on one of the Art Commission's grant review panels.

For the past two years, Lamprill has devoted his time deciphering HTML codes, uploading jpegs, gifs and text files for the ADC web site. This April, Paul will step out and broaden his artistic horizons, becoming one of six members to serve on the Visual Arts/Multi-disciplinary/Festivals Panel.

Every year, the Art Commission puts together a diverse group of business

leaders, educators, and members of the art community to review grant applications. The grants, allocated by the commission, are used to fund art projects and programs from schools, nonprofit organizations, institutions and neighborhood centers.

Paul has 20 years experience teaching art classes in colleges and high schools around the world. Some of the places he's taught include: Singapore, Philippines, Mexico, and Africa.